

# APPENDIX B

## POLICE AND CRIME PLAN (2014-18)

### COMMISSIONER'S PLEDGES AND STRATEGIC THEMES UPDATE

Final

### 12 MONTH UPDATE (Apr 2014 to Mar 2015)

NB: For more detailed information please refer to previous reports<sup>1</sup>

#### STATUS KEY and Results:

Green	Achieved or Adequate Progress being Made
Number & %	75 (89.3%)

Amber	Started but Inadequate Progress or Risk that it won't be achieved
Number & %	8 (9.5%)

Red	Not Started or likely that it won't be achieved
Number & %	1 (1.2%)

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<sup>1</sup> <http://www.nottinghamshire.gov.uk/dms/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/3257/Committee/504/SelectedTab/Documents/Default.aspx>

A Total of 84 Actions      See Key to Lead Officers [click here](#)

Ref	COMMISSIONER'S PLEDGES	STATUS (RAG)
PL1-C01	<b>Campaign against Government funding cuts to Nottinghamshire's Police and Crime Budget</b>	
CR	<ul style="list-style-type: none"> <li>• A review of the current funding formula is in process and both the Commissioner and the CFO are part of the national working groups in relation to this. In the meantime, all possibilities to change the way we work and reduce costs are being considered and actioned.</li> <li>• Funding is identified as red in the risk register as it continues to be a major challenge despite mitigation. In 2014/15 reserves have been used to offset under achievement in efficiencies.</li> <li>• The Commissioner continues to represent Nottinghamshire at national and regional meetings. He is Chair on the national APCC Standing group for Resources, Efficiency and Strategic Finance and attends HO Silver and Gold Groups for Police Finance and Resources. This has meant that he is at the heart of the decision making process around the change to funding and can influence to ensure the Notts does not lose out the way it has in the past.</li> <li>• The Commissioner also attends other national meetings with the HMIC and National Retail Crime Steering Group. During 2014-15 he chaired the regional PCC Collaboration board.</li> <li>• All of this ensures that Nottinghamshire has a key influencing role in ensuring a better deal for policing.</li> </ul>	A
PL2-F01	<b>Improve Community Policing across Nottinghamshire by taking on 150 extra Police Officers and 100 Police Community Support Officers (PCSOs)</b>	
AB +SA	<ul style="list-style-type: none"> <li>• After a period of sustained recruitment activity 150 Officers were recruited by February 2014 and 100 PCSOs by July 2014. However, see also T7-C06 on current numbers.</li> </ul>	R

PL3-F02	<b>Work in partnership to reduce anti-social behaviour by 50%</b>	
AB	<ul style="list-style-type: none"> <li>The Force is continuing to show an increase in ASB with a significant long-term upward trend. However, ASB fell in by 34.6% compared to the 2011-12 baseline. In 2013-14 ASB fell by 6.5%. In 2014-15 ASB has increased by 8.5% due largely to noise related complaints so the current performance against this pledge is -33.6% or 19,456 fewer incidents compared to the 2011-12 baseline.</li> <li>A further 16.4% reduction is required over the next 12 months to achieve this pledge. It is still possible to achieve but it will be challenging.</li> </ul>	A
PL4-C02	<b>Give extra priority and resources to domestic violence and crimes against girls and women</b>	
NW	<ul style="list-style-type: none"> <li>The Commissioner prioritised support for domestic violence survivors including girls and women in 2013-4, by investing in new services. New services included support for teenagers, additional support for women at medium risk and complex needs and a McKenzies Friend project. He also secured additional MoJ funding to support delivery of healthy relationship programmes to female survivors of all ages and to pilot group therapeutic work.</li> <li>During 2014-5 the Commissioner maintained his 2013-4 investment into support services.</li> <li>In addition, the Deputy Commissioner oversaw the implementation of the County Domestic Abuse review, working with Nottinghamshire County Council to co-commission new integrated domestic support services. The tender process stated in: March 2015. The contract will be awarded in July 2015, with new services in place by 1 October.</li> <li>During 2014-5 the Deputy Commissioner chaired the Joint Commissioning Group in Nottingham City which includes the City Council and Nottingham Clinical Commissioning Group. The Joint Commissioning Group has begun work on developing an outcomes framework for providers. It will co-commission new integrated domestic and sexual violence support services to be in place from April 2016.</li> <li>The Commissioner's academic research into the type of support required for repeat survivors of medium risk domestic abuse identified interim findings suggesting that medium risk repeat survivors require on-going long term support from a consistent key worker. The findings were incorporated into the specification for the County Domestic Abuse tender and will also be incorporated into the city's new services.</li> </ul>	G
PL5-C03	<b>Ensure that victims of crime are treated as people, not cases, and Victim Support is properly funded</b>	

NW	<ul style="list-style-type: none"> <li>During 2014-5 the Commissioner consulted with victims and the people who work with victims about what future support services should look like. A report was published summarising the results of the consultation and making recommendations for future services. These recommendations were incorporated into the Commissioner's specification for a new integrated victims' support service. In addition, the Commissioner consulted on and published his Victims' Strategy.</li> <li>As an "early adopter" of commissioning victims' support services, the Commissioner funded Victim Support to support victims of crime from October 2014. He provided also provided additional funding to Victim Support to support victims of anti-social behaviour in the city and county. All support is victim-centred, meeting the needs of victims to cope and recover.</li> </ul>	G
PL6-C04	<b>Be fair, honest and protect taxpayers' money</b>	
CR	<ul style="list-style-type: none"> <li>All decisions in relation to the use of public money for policing are published on the Commissioner website. In addition to this the Commissioner has regular meetings throughout the year with stakeholder representatives offering the chance for their views and inputs to be taken into account. The public meetings, community engagement events and walkabouts also provide the Commissioner with the opportunity to listen to the public views. Value for money is at the heart of every decision and this is demonstrated in the VFM opinion given by external audit each year. This will be reported to the Audit &amp; Scrutiny meeting in September. Also, the Commissioner has set a strategic theme 'Spending your money wisely' to ensure increased scrutiny of this pledge and any decisions taken with regard to regional business cases.</li> <li>Various consultation and engagement exercises were conducted over the last year to identify the relevant issues from communities to refresh the planning and prioritisation of policing and community safety. The consultation and engagement activities have been analysed and in which it was identified that 53% of respondents from the Residents Survey would be prepared to pay more for policing with a further 14% responding with a maybe.</li> </ul>	G

## Commissioner's Seven Strategic Themes

1	Protect, support and respond to victims, witnesses and vulnerable people	
T1-C01	<b>C - Complete the County wide review of domestic violence services to provide recommendations to improve services</b>	<b>STATUS (RAG)</b>
SM	<ul style="list-style-type: none"> <li>The Review is complete and has been published on the Commissioner's web Site. A joint commissioning process with Nottinghamshire's County Public Health is underway which will take into account the findings of the review, and will also be aligned to the budget cycle. A joint commissioning exercise is also taking place with Nottingham City Partners.</li> <li>Commissioning process for domestic violence services is underway in both City and County, and will be complete by Autumn 2015. The Commissioner is committed to spending the same level of funding on DV services compared with previous years.</li> </ul>	G
T1-C02	<b>C - Design and commission core and targeted services for victims</b>	
NW	<ul style="list-style-type: none"> <li>After independently facilitated consultation with victims and providers about what future support services should look like, which was conducted during 2014, in September 2014 the Commissioner published a tender for a new integrated victim support service. The contract was part-awarded to Victim Support in February 2015, with a new model of victims support services provided from 1 April 2015. The new services are victim-centred, enabling victims to achieve cope and recover outcomes. The service supports victims of anti-social behaviour, crime, hate incidents, identity theft and road traffic collisions. Specialist services are commissioned separately for survivors of domestic and sexual abuse.</li> <li>The Commissioner published a tender for an integrated victim-initiated restorative justice service in October 2015. The contract was awarded to Remedi in February 2015, with the new services provided from 1 April 2015.- See also T2-C01.</li> </ul>	G
T1-C03	<b>C - Improve BME recruitment, training, stop and search experience of policing together with implementing the commissioned research recommendations</b>	
PG	<ul style="list-style-type: none"> <li>Following the commissioned research and report of July 2013, a BME Steering Group has been established to oversee the implementation of the recommendations being taken forward by the Working Group. Significant changes have been made in relation to stop and search procedures and governance. A database has been developed which affords greater scrutiny for supervisors and managers. Extensive work has also been undertaken to increase BME representation resulting in a</li> </ul>	G

	significant increase in BME Police officer recruitment i.e. from 4.69% in 2013 to 15.62% in 2014. Both BME Steering and Working Groups continue to meet monthly to discuss and respond to issues relating to this activity. The Commissioner provided the BME Steering Group a further £9k for 2015-16 to enable the work to be further advanced. In addition, £25k is to be provided during 2015-16 to fund an external BME training provider to train police officers on a range of diversity issues (attitude, behaviour and cultural awareness) connected with stop, search and other encounters prior to the rollout and use of body worn video.	
T1-C04	<b>C – Improve support for young victims of crime, safeguarding children and vulnerable adults</b>	
NW	<ul style="list-style-type: none"> <li>During 2014-5 the Commissioner grant funded a number of voluntary sector led projects to improve support for young victims of crime. These include funding a city and county wide service to support teenage survivors of domestic abuse, counselling support for young victims of sexual violence, and group work with vulnerable young women. He has also funded an initiative to help professionals working with children to identify child sexual exploitation and a project to provide very vulnerable victims with intensive support. Young people were actively involved in the victims' consultation mentioned above and helped to shape the future of victims' services.</li> <li>Reports from the projects mentioned above will be finalised in Qrt1 2015-16.</li> </ul>	G
T1-C05	<b>C – Work in partnership to ensure vulnerable people are dealt with more appropriately under Section 136 of the Mental Health Act 2007</b>	
SM	<ul style="list-style-type: none"> <li>The Mental Health Crisis Concordat Conference was held on the 25 September 2014 in collaboration with the Clinical Commissioning Group(s) (CCGs). A key priority area was to address the use of Section 136 of the Mental Health Act 1983. An Action Plan is due to follow and will be put together over the next quarter, including the actions to reduce the use of Section 136.</li> <li>A Crisis Concordat action plan has been developed and was submitted to the national Crisis Concordat team in March 2015. The action plan will be implemented from April 2015 onwards. There is a clear priority within the plan to reduce the use of Section 136 for both adults and children. A target has been set that there will be no further inappropriate detentions of under 18s from April 2015, and from October 2015, no further inappropriate detentions of adults.</li> </ul>	G
T1-C06	<b>C- The Force and Partners should place a greater focus on identifying and understanding new and emerging communities (e.g. Sherwood and Hyson Green) and change its data recording systems to facilitate analysis of both victims and offenders by including 'Country of birth'. This will assist in identifying white Europeans from Eastern</b>	

	<b>Europe.</b>	
KS	<ul style="list-style-type: none"> <li>The Commissioner has led a 'European Migration Seminar: New and Emerging Communities. This seminar provided an opportunity to discuss those issues that stakeholders and partners understand as the challenges in the way we currently deliver services and help identify ways to improve policies and operational changes. This is of crucial importance if we are to make the best use of limited financial resources. The Commissioner is in discussion with Nottingham University to employ a Phd student to undertake research to better understand new and emerging communities.</li> </ul>	A
T1-C07	<b>C - The Commissioning Officer for the Commissioner should ensure that the findings of the former Police Authority's scrutiny into Domestic Abuse are considered and addressed as part of the new commissioned services for victims and witnesses.</b>	
NW	<ul style="list-style-type: none"> <li>The findings were considered and incorporated into the County Domestic Violence Review. This was published in April and discussed at a widely attended domestic violence conference hosted by the Commissioner in May 2014.</li> </ul>	G
T1-F01	<b>F - Ensure that the diverse needs of detainees are met and risks in custody are managed appropriately</b>	
AB	<ul style="list-style-type: none"> <li>Custody continues to support and address the diverse needs of detainees. Translations are now provided for all critical interventions made by custody staff, during the detention of a Non-English speaking detainee.</li> <li>In 2014, a small group of qualified custody visitors have been trained by Special Branch to make visits to detainees detained under the Terrorism Act.</li> </ul> <p>During the year 2014-15, there were 225 custody visits made which is the same as last year. 803 detainees were offered a visit albeit 65 declined the offer. Last year the figures were 890 and 72 respectively. On average three detainees were seen during each visit which is slightly less than last year.</p> <p><b>Foreign National / Non-English Speaking Detainees:</b></p> <ul style="list-style-type: none"> <li>Translations are now provided for all critical interventions made by custody staff, during the detention of a Non-English speaking detainee.</li> </ul>	G

	<b>Mental Health:</b> <ul style="list-style-type: none"> <li>• See also Action T1-C05 above.</li> <li>• Custody have welcomed the co-location of the 'Street Triage team' and are working towards a more introspective use of their talents – during periods of non-commitment / attendance as directed via the Control Room. It is hoped that the 'Triage team' can expedite / facilitate the assessment and movement of detainees suffering with mental health issues that arrive in custody; complimenting their role of diversion from custody.</li> <li>• The Commissioner set a new target in his revised Police and Crime Plan (2014-18) to reduce the number of non-crime related mental health patients detained in custody suites compared to 2013-14. Recent analysis (April 2014 to February 2015) shows a 54% reduction compared to last year.</li> <li>• The number of non-crime related Section 136 arrests continues to be low month on month due to the Street Triage team. After attendance at required incidents the main outcomes are referrals to services and no further action, with very few Section 136 arrests or arrests for crime.</li> </ul>	
T1-F02	<b>F - Focus on understanding and responding to the individual needs of victims and witnesses, in line with the Code of Practice for victims of crime</b>	
AB	<ul style="list-style-type: none"> <li>• Criminal Justice have the responsibility for delivering VCOP via the Witness Care Unit, the Force are compliant with almost all factors of the VCOP. A Chief Inspector is currently completing a gap analysis on Force delivery against the VCOP on behalf of the Commissioner and in preparation for the HMIC Inspection in October 2014.</li> <li>• The Victims Code of Practice Gap analysis has been completed and action has been taken as a result of this. On all crime incidents a "Victims Code of Practice" working sheet is mandatory for completion, which signposts officers to the Victims Code of Practice and ensures the statutory needs assessments are completed, and the relevant actions taken as a result of this. Compliance is being monitored monthly and efforts are being made to ensure total compliance. An audit procedure has also been introduced to address compliance across all other aspects of the Victims Code, such as Victim Personal Statements.</li> </ul>	G
T1-F03	<b>F - Improve road safety and protect the most vulnerable road users</b>	
AB	<ul style="list-style-type: none"> <li>• Calendar year data to September 2015 shows that the Force is currently recording 6.5% less KSIs than in the previous period, the national average figure for the same period is +4%. This equates to 33 less KSIs in number terms. The 2014 total was 35 confirmed fatalities which is 4 more than 2013. December 2013's big spike in fatalities wasn't repeated in</li> </ul>	G



	<p>2014. It should also be noted that there has been an increase in the numbers of slight injury casualties up 7.8% or 176 more than reported in the same period last year, with particular spikes involving pedal cyclists (up 41.5%) and motorcyclists (up 15%). Q4 preliminary data is likely to see deterioration in the KSI figure. October saw 40 serious collisions against 18 last year; November had 33 against 19 in 2013. Only December saw an improvement with 23 against 30 in 2013.</p> <ul style="list-style-type: none"> <li>• 2015 has started on a positive note with just one fatality throughout January and February compared to 7 in 2014. January 2015 saw 23 serious collisions compared to 29 in 2014 which suggests a significant reduction in KSI's for the early part of 2015.</li> <li>• Operation Drosomter 4 was completed in late 2014 saw in excess of 6000 fatal 4 offences detected (i.e. speeding, mobile phone use whilst driving, drink/drug driving and not wearing seatbelts).</li> </ul>	
T1-F04	<b>F - Prioritise the early identification, protection, support and response to those who are most vulnerable to crime, abuse, exploitation and repeat victimisation</b>	
AB	<ul style="list-style-type: none"> <li>• Policies are in place to identify vulnerable and repeat victims.</li> <li>• A Repeat Victimisation Dashboard is under development to provide information around repeat victimisation on a daily basis to all operational areas.</li> <li>• A new Community Trigger process became law in October 2014 which enables victims of anti-social behaviour (ASB) to request a multi-agency review of their case once certain criteria is met. The Community Trigger 'gives victims and communities the right to request a review of their case and bring agencies together to take a joined up, problem solving approach to find a solution.' District 'Community Trigger' policies allows for appeals to be considered by the Police and Crime Commissioner.</li> <li>• The review can be requested by the victim or another person acting on their behalf, such as a family member, MP or councillor. In order to request a community trigger, a single ASB case must have been reported 3 times or more within the last 6 months.</li> </ul>	G
T1-F05	<b>F - Strive to understand, engage and communicate with all of our communities</b>	
AB	<ul style="list-style-type: none"> <li>• See T1-01 above regarding Custody and Mental Health</li> <li>• In addition, the Commissioner held an event earlier in the year to consider the issues in relation to new and emerging communities. Delegates at the European Migration Seminar on 31 March 2014 explored whether migration was placing any additional pressures on policing and the wider community. The event was attended by academics, police officers and</li> </ul>	G

	<p>equality campaigners. The seminar and subsequent research project aimed to identify any issues that existed so that we can improve our reach to newcomers and promote more effective integration.</p> <ul style="list-style-type: none"> <li>• Issues discussed in the seminar included how migration was affecting relationships between new and longer-term residents within different communities, what lessons had been learnt during the process of managing these changes, and to what extent community-based initiatives were limiting tensions and resolving conflicts within different communities.</li> <li>• Furthermore, a multi-agency event was held in Nottingham on 25th September to identify how services and support can be improved for people experiencing mental health distress. The Crisis Concordat meeting, brought together experts from a range of agencies including policing, health, third sector organisations and social care to examine the response to people facing mental health crisis in Nottingham and Nottinghamshire and how this can be improved.</li> <li>• The Commissioner has prioritised the welfare and safety of those suffering a mental health crisis in his Police and Crime Plan. As part of an effort to improve the way police respond to vulnerable people, he has worked with Clinical Commissioning Groups to introduce Mental Health Triage Cars in Nottingham. These vehicles are staffed by a police officer and a mental health nurse and will respond to people experiencing a mental health crisis.</li> <li>• Further research will be commissioned in the New Year to better understand BME experience of Crime and views about victims services. The Commissioner is currently refreshing his Consultation and Engagement Strategy which will be launched in the summer of 2015, supported by a clear charter and delivery plans across the Force and Partners.</li> <li>• There was an analysis of emerging communities commissioned, completed and used to inform Nottinghamshire OPCC police and Crime Plan. Demographics were analysed and considered through the Joint Strategic Needs Assessment Process 2014/15.</li> <li>• There is work underway to refresh the Commissioner's Consultation and Engagement Strategy which will be launched in the summer. There is a police and community safety working group being coordinated through the OPCC to bring together the strategy and supporting, charter and delivery plan.</li> </ul>	
T1-F06	<b>F - The Force should take a more proactive response to tackling repeat victimisation especially DV incidents which should be monitored and reported at every level to identify where high levels of repeat victimisation are taking place.</b>	
AB	<ul style="list-style-type: none"> <li>• At present a Superintendent leads on a national piece of work arising from the national HMIC findings into Domestic Abuse (DA). Once that produces a national definition of serial perpetrators and repeat victims the Force will be working locally to identify how officers can identify those, how the Force can then manage this type of offender (already an officer is attached to Probation to review ways of working with them). The Force has visited other Forces to review their ways of working. The</li> </ul>	G

	<p>Force has recently produced a bespoke DA problem profile identifying repeat victims and serial perpetrators which has also been shared with Divisional teams in order that this can be monitored at a local level too. The DtF work is looking at a way of working for PP which will mean PP dealing with all DA offences and victims; this is being worked through presently.</p> <ul style="list-style-type: none"> <li>• There is an information dashboard being developed by the Force to focus solely on repeat victimisation which will provide management information to all operational areas to assist in addressing repeat victimisation across the Force area.</li> <li>• Repeat victimisation and repeat victimisation as a result of serial offending by offenders is looked at through monthly operational reviews.</li> <li>• A review of IOM is underway this will consider including serial DV perpetrators in any future model.</li> </ul>	
T1-P01	<b>P - Develop an action plan to protect and reduce violence to young women and girls in gangs</b>	
HJ+ JL	<ul style="list-style-type: none"> <li>• There has been a report into gang affected females in Nottingham: An evaluation of coercion, consent and potential harm. This report highlights the project that has aimed to: <ul style="list-style-type: none"> <li>○ Establish current local provisions existing in Nottingham for gang affected females and to also identify any gaps in services</li> <li>○ Develop a risk matrix and risk management strategies for gang affected girls and women</li> <li>○ Inform future funding initiatives by the Police Crime Commissioner</li> </ul> </li> <li>• In parallel, there have been two pilot case conferences/MARACs attended by Nottingham City MARAC representatives. An Information Sharing Agreement (ISA) was set up between Nottinghamshire Police and The Health Shop. Using this ISA, the names of individual females were provided, each individual potentially at risk from one of the following gangs within Nottingham: organised crime, super groups or urban street gangs. This information was discussed at the pilot Case Conference in order to ascertain current risks and safeguarding concerns. Actions were identified to manage these risks. The findings from this case conference have informed the risk identification chart and managing risks sections of this report.</li> <li>• In December 2014 the findings from the Breaking Barriers report (Stenton-Groves and Wilkins) were presented to the Local Safeguarding Children Board.</li> <li>• Key themes were: <ul style="list-style-type: none"> <li>○ Safeguarding is the common thread</li> </ul> </li> </ul>	G

	<ul style="list-style-type: none"> <li>○ Building capacity in agencies</li> <li>○ Greater awareness needed for agencies/training</li> <li>○ Better identification and response</li> <li>○ Assessment tool</li> <li>○ Need to embed knowledge within existing services</li> </ul> <ul style="list-style-type: none"> <li>• Following the publication of the report in June 2014, work has been on-going to develop Good Practice Guidance (GPG) for working with gang affected females across Nottingham. The guidance focuses on managing risks associated with multiple perpetration of abuse.</li> <li>• The current working group is made up of safeguarding, police, health and voluntary sector workers. The group are in liaison with the DART team and are presenting to the CPS to enable successful application of the GPG.</li> <li>• On 28th April findings were presented to a conference for voluntary sector workers in the City.</li> <li>• Plans are for the guidance to be completed in April/May 2015</li> <li>• The PCC commissioned a report '<u>BREAKING BARRIERS</u>: A report into gang affected females in Nottingham: An evaluation of coercion, consent and potential harm Donna Stenton-Groves and Lou Wilkins of the Health Shop.<sup>2</sup></li> <li>• This report was initiated by the Girls, Gangs, Women and Violence Steering Group and funded through the Nottinghamshire Ending Gang and Youth Violence Board. The Girls, Gangs, Women and Violence Steering Group developed an action plan looking at the needs of girls and women affected by gangs. This plan identified the need for a lead to establish existing local provisions and gaps, ways to identify gang affected girls and women, development of a risk matrix and risk management strategies. The recommendations from this report will inform Police Crime Commissioner funding to support gang affected females.</li> </ul>	
T1-P02	<b>P - Improve witnesses and victims' experience and participation levels in the Criminal Justice System by removing barriers</b>	
NW	<ul style="list-style-type: none"> <li>• The Deputy Commissioner chaired a task and finish group under the umbrella of the Local Criminal Justice Board's (LCJB) Victims and Witnesses Board. The Task and Finish Group scrutinised how well the Code of Practice for Victims of Crime 2013 ("the Code") was being implemented and identified action to ensure that the Code is fully implemented. Once fully implemented, the Code will improve the efficiency, accessibility and effectiveness of the criminal justice process. The task</li> </ul>	A

<sup>2</sup> The Health Shop is a busy drugs and sexual health clinic based within inner city Nottingham.

	<p>and finish group completed its work in February 2015. The Deputy Commissioner is now following up criminal justice partners to monitor how well each organisation has implemented and is monitoring the Code.</p> <ul style="list-style-type: none"> <li>• In March 2015 the Commissioner's internal auditors conducted a review to assess how well Nottinghamshire Police complied with the Code. The report identified that the Force did not fully comply with all the Code's requirements. Four recommendations were made to improve practice.</li> <li>• There will be further research conducted through the victims' services transition programme to ensure further insight is obtained into experiences and expectations into BME and other equality groups.</li> <li>• The Commissioner intends to commission independent research into the experiences of victims and witnesses from BME and other equality groups as part of his wider engagement and consultation work.</li> </ul>	
T1-P03	<b>P - Promote and develop opportunities for local communities, individuals and businesses to work together to reduce crime through developing a Business Crime Strategy</b>	
DW + AK	<ul style="list-style-type: none"> <li>• The Commissioner is the national Police Commissioner lead for Business Crime and has attended national and local events to advance tackling this issue.</li> <li>• For example, the Commissioner held a Retail Crime event on Monday (June 16) in Nottingham which included presentations from a range of keynote speakers focusing on the impact of prolific shoplifting on the County. Policing experts, retailers and criminal justice specialists came together for the Retail Crime Event to analyse current shoplifting data and identify joint-working opportunities to tackle the County's most frequent shoplifters and help rehabilitate them.</li> <li>• Attendees discussed the findings of a major research project conducted by criminology expert Professor Simon Holdaway, who is based at Nottingham Trent University, which looked at unprecedented detail at prolific shoplifting in Nottinghamshire. Analysing a period between July 2012 and July 2013, Professor Holdaway's research examined the criminal activities of a select group of prolific offenders to learn lessons about offending motivators and the effectiveness of police and courts intervention.</li> <li>• In addition, the Commissioner has provided part funding (£10k) to Partnerships Against Business Crime In Nottinghamshire (PABCIN) to co-ordinate the work of business crime reduction partnerships in Nottinghamshire. PABCIN enables Business Crime Partnerships to share best practice, provide a support network and communicate intelligence about offenders who move around the county. PABCIN is an innovative concept in the world of business crime and is at the forefront of the fight against crime and disorder affecting business in Nottinghamshire across the 24 hour economies of our town and city centres.</li> <li>• Local Partnerships are managed and independently run by Management Boards, supported by Steering Groups with the</li> </ul>	G

	<p>day to day management by Business Crime Managers or Co-ordinators. A support network for the local managers enables them to successfully manage their members' data.</p> <ul style="list-style-type: none"> <li>• A County wide Retail Crime Group meets regularly and has an action plan to tackle retail crime.</li> <li>• The Commissioner has also funded a pilot scheme to assess whether GPS electronic tags (10) can be used effectively to control the behaviour of persistent shoplifting offenders using the technology to alert key stakeholders that an offender barred from a store has entered the outer zone (e.g. shopping centre) and breached the inner zone (shop which they are barred from entering). The alerts will assist key stakeholders in taking remedial action to prevent an offender committing an offence as opposed to detecting an offence. He has written to the Lord Chancellor and Secretary of State for Justice asking for support and changes to the legislation to support this innovative approach.</li> </ul> <p>• <b>Update 26th February 2015</b></p> <ul style="list-style-type: none"> <li>• ACPO have now agreed the definition of business crime and all police forces are expected to be able to flag business crime in crime recording/command and control systems by April 2015 to identify the level of crime affecting businesses. Notts will be able to do this when the new crime recording system is introduced in the autumn of 2015.</li> <li>• The Primary Authority concept is being progressed by ACPO Business Crime lead DCC Fish and is being well received by businesses. This concept is now being developed within Nottinghamshire with major retailers.</li> <li>• A common minimum standard for business crime partnerships has been developed to bring all the well intentioned partnerships up to a common standard that minimises risk to both business and policing. This will enable better information exchange at a local and national level, consistency and cost effectiveness for businesses, police and partners. PABCIN is now coordinating efforts to reduce retail crime in Retford, Worksop, Mansfield, Newark, Sutton in Ashfield, Hucknall, Beeston, Giltbrook/Eastwood/Kimberley, West Bridgford, Carlton, Arnold and Ollerton. All of these schemes will have met the National Common Minimum Standard by the end of April 2015.</li> <li>• The PABCIN Triangle is now recognised as the preferred ACPO model and our HUB to coordinate both strategic and tactical effort lead by quality intelligence has developed well with a project manager, part time PC and three dedicated PCSO's (One for each CSP area).</li> <li>• The HUB links well with a very supportive IOM team and there have been some great success stories with 3 top offender's sentence to 60. 34 and 30weeks custodial sentences. Others have been helped with drug and alcohol dependency treatment.</li> <li>• 34 PABCIN circulation/briefings have been circulated via ACIS with offenders deterred and identified. Over 100 retail crime offender profiles have been created and work is now ongoing to improve the number of intelligence/incident reports</li> </ul>	
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	<p>submitted directly by businesses.</p> <ul style="list-style-type: none"> <li>On 25th February 2015 a meeting took place with major retailers and the following have committed to PABCIN.</li> <li>Coop, Wilko's, Primark, ASDA, TESCO, Morrison's, NEXT, Boots, Matalan, TKMAXX, ALDI and Sainsbury's</li> <li>Clearly identified links with other Business Crime Partnerships and the National Business Crime Intelligence Bureau are now in place</li> <li>Presentations have been made on our aims to Safer Nottinghamshire Board, County Division SMT, Major Retailers, Birmingham OPCC business crime seminar.</li> </ul>	
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<b>2</b>	<b>Improve the efficiency, accessibility and effectiveness of the criminal justice process</b>	
T2-C01	<b>C - Implementing Restorative Justice Strategy and Action Plan, covering training gaps in Criminal Justice and other issues</b>	
KD	<ul style="list-style-type: none"> <li>A new restorative justice provider, called 'Remedi' has been appointed by the Commissioner to provide, restorative justice interventions for victims for the period from February 2015 to March 2016. Staff recruitment and training, information sharing protocols, office set up and case transfer have all been completed by end of March. First meeting of the Nottinghamshire Restorative Strategy is to take place in early April 2015. Good progress has been made implementing this project according to the stated commissioned milestone.</li> </ul>	G
T2-C02	<b>C - Seamless support for victims and witnesses going through the Criminal Justice System</b>	
NW	<ul style="list-style-type: none"> <li>This links with T1-CO2 above.</li> </ul>	G
T2-F01	<b>F - Continually review and improve the response to and investigation of reports of crime and disorder</b>	
AB	<ul style="list-style-type: none"> <li>A Police led project 'Improving Investigations' will provide Nottinghamshire Police with the infrastructure and workforce to deliver and support the necessary changes to the investigative model, redefining the investigative function in line with the response and Neighbourhood models to ensure quality and consistency. This will include specialist investigations up to but</li> </ul>	G

	<p>not including EMSOU. This project is led the Detective Chief Superintendent.</p> <ul style="list-style-type: none"> <li>• The Nottinghamshire Police and Crime Plan 2013 – 2018 sets the strategic vision for improving services across the County. It is Nottinghamshire Police vision to be the best performing Police Force in England and Wales and there are Key criteria's against which we will be measured. The context to the work will be constrained by smaller budgets but where the Force will provide a better policing service more efficiently.</li> <li>• The project will work with reference to and in line with the 'Designing the Future Programme'. The project objectives are:</li> <li>• Deliver innovative and modern working practices to investigate and reduce crime and the impact of crime</li> <li>• Developing a future demand profile to set context and advise the operating environment</li> <li>• Redefine the investigative function in line with neighbourhood and response</li> <li>• Provide a force wide joined up approach</li> <li>• Design a streamlined workforce plan</li> <li>• Deliver a relevant training programme</li> <li>• Partnership engagement</li> <li>• Establish investigative risk and performance baseline information</li> </ul>	
T2-F02	<b>F - Identify, develop and implement new and more effective ways of working to improve the quality of experience provided by the criminal justice system</b>	
AB	<ul style="list-style-type: none"> <li>• The Force supported by the Commissioner has been working on numerous projects and initiatives in support of this objective:</li> <li>• Electronic file transfer to increase efficiency</li> <li>• Police led prosecutions to increase efficiency and reduce costs plus income to cover any existing costs</li> <li>• Streamlining digital files to reduce poor quality and increase effectiveness at Court</li> <li>• Established an Early guilty plea scheme – Crown Court (CC) is ongoing but Magistrates Court is yet to start. The CC has increased the Guilty Plea rate and reduced inefficiency in the CC.</li> <li>• Also, the local early guilty plea scheme looks at early disclosure - this is too early to determine results but it should engage defence earlier and therefore raise effectiveness.</li> </ul>	G



	<ul style="list-style-type: none"> <li>Transforming summary Justice and Disclosure review - work in progress official to go live is May 2015 but the Force is starting to work regionally on the solution which should increase effectiveness by having the right preparation time (improves quality), correct brigading of cases to allow the correct resource to be allocated to Court with the correct review time, Police support at Court to reduce adjournments and an earlier input of disclosable material to engage the defence and streamline the case progression through the Courts. Regionalisation of CJ increases efficiencies through streamlining business via a single approach, creates economies of scale and releases savings to aid the front line.</li> <li>The CRIM Project was implemented with the objective of removing waste in existing processes through the creation of a Contact Resolution Team (CRT), which includes a Telephone Investigation Bureau (TIB) and Assisted Implementation Team (AIT) to determine the nature and necessity of police attendance through the National Decision Model (NDM), giving specific consideration to threat, risk, harm and public interest. Wherever possible incidents are now resolved and investigated at first point of contact. All Control Room staff are trained in the use of the National Decision Model.</li> <li>The CRIM and TIB have now been implemented for some time and performance information illustrates that a positive effect is being seen in terms of the intended outcomes of reducing demand on response and neighbourhood teams by effectively dealing with incidents at point of first contact. There is a post implementation review being conducted by the Force Research team.</li> </ul>	
T2-F03	<b>F - Publicise, where possible, the outcomes of criminal cases using a range of traditional and new media channels</b>	
AB	<ul style="list-style-type: none"> <li>The Force intranet site has recently been redesigned and the front page contains all Good News stories, including the outcomes of criminal cases. The Force internet also reports where possible outcomes, as does the Force Face book and Twitter pages.</li> </ul>	G
T2-F04	<b>F - Utilise the power to stop and search in a necessary and proportionate manner, sharing data with local communities to demonstrate that the power is being used appropriately</b>	
AB	<ul style="list-style-type: none"> <li>There is a dedicated page on the Intranet providing information and advice on using stop search powers proportionately. All stop searches are mapped so that they can be presented to people in their local community. Grounds for search must be written in a way that a member of the public would be able to understand. All stop searches should be reviewed by supervisors, and performance information is presented to the VOLT meetings, Divisional Operational Performance Reviews and until targets were achieved was a standing action at Joint Performance Review. Reports have been developed to monitor stop searches at an individual level and Force wide, and it is anticipated that stop searches will soon be included on the Crime Mapper website.</li> </ul>	G

T2-P01	<b>P - Expose opportunities to involve victims of anti-social behaviour and crime in neighbourhood justice</b>	
KS	<ul style="list-style-type: none"> <li>• There has been progress made in the County Wide Anti-Social Behaviour Transition Board to identify resolutions for community triggers and community resolution. There has been a rollout of training provided to key stakeholders and further mapping of case studies to provide information for stakeholders to understand what positive measures are in place by agencies.</li> <li>• Community remedy introduced by the Anti-social Behaviour, Crime and Policing Act 2014 has provided victims an opportunity to have their say in neighbourhood justice. Section 101 is designed to place the victim at the heart of decision making and requires officers to involve victims in neighbourhood justice.</li> <li>• The Commissioner consulted with the public during the summer of 2014 and the most common remedies that have been identified by the public are: <ul style="list-style-type: none"> <li>○ Face to Face apologies</li> <li>○ Written apologies both of which are already available to victims through the Community Resolution disposal</li> <li>○ Restorative Justice (RJ) Conference</li> <li>○ RJ Shuttle which is currently undertaken by Constables and PCSO</li> <li>○ A structured activity, training or treatment - for example through the use of the Substance Misuse Course and "Last Orders" (the development of further educational programmes is on-going work with the OPCC)</li> <li>○ Compensation (which is already utilised through the Conditional Caution and Community Resolution although on a lower scale)</li> <li>○ Neighbourhood Justice Panels - further work in relation to who would participate on a Justice panel is being conducted by the OPCC.</li> </ul> </li> </ul>	G

<b>3</b>	<b>Focus on priority crime types and those local areas that are most affected by crime and anti-social behaviour</b>	
T3-C01	<b>C - Continue to support partnership working on high impact neighbourhoods across the City and partnership</b>	

	priority areas across the County	
NW + KS	<ul style="list-style-type: none"> <li>• The level of funding to the Crime and Drugs Partnership and the Safer Nottinghamshire Board has remained at the same level as 2013-14. This supports partnership working on high impact neighbourhoods in the City and has invested funding into a higher number of priority plus areas in the county.</li> <li>• In 2014-5, the Commissioner maintained his 2013-4 levels of investment into the Crime and Drugs Partnership (“CDP”) and the Safer Nottinghamshire Board. His funding enabled the CDP to lead partnership working on high impact neighbourhoods in the City. In the county the funding enabled a wide range of local community safety partnership led initiatives to reduce crime and support victims in fifteen priority plus areas.</li> <li>• Whilst there are mature and established partnerships across the City and the County, there are various case management systems in operation across multi-agencies that enable practitioners to provide services to individuals. The risk from the current approach is that there is silo working where tasks and information are not shared leading to duplication, missing information for early prevention and intervention to maximise the support to victims of crime. There is strategic partnership intent to migrate to a single solution for case management, called ECINS which the Commissioner has supported with a dedicated Project Manager being advertised for a year secondment to roll out the system.</li> </ul>	G
T3- C02	<b>C - Rollout improved public transport safety schemes including the Safer Cab Scheme</b>	
PG	<ul style="list-style-type: none"> <li>• A survey undertaken by Nottingham Citizens identified high levels of unreported hate crime and CCTV was considered a necessary solution to prevent this. In addition, other force areas which had CCTV provided anecdotal feedback that passengers felt safer when CCTV was present in taxis. Students from the University of Nottingham supported Nottingham Citizens in promoting and lobbying the Commissioner for this scheme.</li> <li>• Following extensive partnership working and negotiations throughout 2013-14, the CCTV Taxi voluntary scheme was launched in June 2014. The Commissioner provided £98k funding for a voluntary scheme which would enable 100 Hackney Taxis to be fitted with state of the art CCTV.</li> <li>• Taxi drivers were required to pay £100 to join the scheme and in return they would receive free fitting of the CCTV system which would protect both driver and passenger. However, the take up of the scheme has been slower than expected. Despite meetings with the Chairman of the Hackney Carriage Federation and steps taken to remove possible barriers to take-up, this has remained poor and the Commissioner has therefore decided to discontinue the scheme. The remaining funding will be used to fund other community safety work.</li> </ul>	G

T3-C03	<b>C - Work with partners to protect local natural environments from issues of trespass, damage and wildlife crime and tackle rural crime of theft and improve cross border working</b>	
KS	<ul style="list-style-type: none"> <li>The Commissioner is linking with Crimestoppers, Nottinghamshire Police and Nottinghamshire County Council is to raise awareness of rural crime, including plant and machinery theft. Through face to face engagement, stakeholders will be speaking and gathering views on how best to deal with rural crime and how to support the issue locally. This has been funded by the Commissioners Community Safety Fund with the conference being held on the 12/13 November 2014 at the Newark Showground. The Commissioner has also been hosting a working group consisting of multi-agencies and voluntary groups to assess the impact of rural and wildlife crime. The Commissioner supports the need for dedicated Wildlife Crime Officers to tackle rural and wildlife crime throughout the County. The charity Crimestoppers, supports the Commissioner, County Council and Police in fighting these crimes by providing a means for the public to provide information anonymously through a 24 hour number 0800 555 111 or our Anonymous Online Form at <a href="http://www.crimestoppers-uk.org">www.crimestoppers-uk.org</a>.</li> <li>The Force is developing a Rural Crime Strategy supported by a Delivery Plan which is being led by Chief Supt Mark Holland. The Commissioner will have a dedicated session in the May 2015 Strategic Resources and Performance Meeting to cover the strategy and progress. The Commissioner will also run a conference at the end of the year to address community rural and wildlife crime issues as part of the Strategic Police and Crime Needs Assessment and planning for action for the refresh of the Police and Crime Plan next year. There is a dedicated fund with will be costed against action and outcomes.</li> </ul>	G
T3-C04	<b>C - The Commissioner to consider establishing a victim based crime reduction target especially for violence.</b>	
PG	<ul style="list-style-type: none"> <li>A new target has been introduced - "A reduction in Victim-Based Crimes compared to 2013/14" as well as "The detection rate (including positive outcomes) for Victim-Based Crime". A reduction in repeat victims of DV and Hate crime has also been introduced. This action has been achieved.</li> </ul>	G
T3-C05	<b>C - With the prospect of further budget reductions there is potential to exploit technology much more than exists as present e.g. greater use of CCTV and ANPR to collect evidence and share the cost of monitoring across Nottinghamshire.</b>	
PG + TS	<ul style="list-style-type: none"> <li>A number of meetings have been held to consider how CCTV could be further utilised to gather evidence to enable speedier ways to tackle ASB. Further meetings will be held to resolve how costs could be reduced to mount CCTV on lampposts.</li> </ul>	A

	<ul style="list-style-type: none"> <li>Community Safety Partnerships have been tasked to provide information on the current locations of CCTV cameras in their areas. NCC Highways are formulating costing information for mounting cameras to lampposts, together with any practical obstacles to this work, for example the physical condition of lampposts in some locations.</li> <li>The Commissioner has provided £50k toward a £250k budget to fund an ANPR (Automatic Number Plate Recognition) shield across Bassetlaw (Phase 2). A similar scheme was introduced in Ashfield (Phase 1) which assisted in the reduction of dwelling burglary by 36% (2013-14). A Phase 3 scheme will cover Broxtowe district. ANPR provides state of the art technology for both prevention and detection of crime and is located in areas vulnerable to travelling criminals.</li> </ul>	
T3-F01	<b>F - Develop and implement innovative crime and anti-social behaviour prevention strategies</b>	
AB	<ul style="list-style-type: none"> <li>Force priorities are identified through the Strategic Intelligence Assessment, and are actioned through the Force Control Strategy, with a strategic lead and lead officer identified for each area. Activity is then monitored through the Gold meetings (Violence and Burglary), Violence and Alcohol Tactical Group, Domestic Violence and Sexual Violence Group, Divisional Operational Performance Reviews (OPR), Level II Tasking and Coordination and the Joint Performance Board. Recent focus on Violence has resulted in the commissioning of a force-wide piece of analysis into 'Other' Violence which through the Violence and Alcohol Tactical Group has resulted in both Divisions putting together detailed action plans for reducing Violence in the short and long-term working closely with Partners whom will be attending the Violence Gold Group at the end of August.</li> </ul>	G
T3-F02	<b>F - Implement prevention, intelligence and enforcement strategies for priority crime types</b>	
AB	<ul style="list-style-type: none"> <li>Force priorities are identified through the Strategic Intelligence Assessment, and are actioned through the Force Control Strategy, with a strategic lead and lead officer identified for each area. Activity is then monitored through the Gold meetings (Violence and Burglary), Violence and Alcohol Tactical Group, Domestic Violence and Sexual Violence Group, Divisional Operational Performance Reviews (OPR), Level II Tasking and Coordination and the Joint Performance Board. Recent focus on Violence has resulted in the commissioning of a force-wide piece of analysis into 'Other' Violence which through the Violence and Alcohol Tactical Group has resulted in both Divisions putting together detailed action plans for reducing Violence in the short and long-term working closely with Partners whom will be attending the Violence Gold Group at the end of August.</li> </ul>	G
T3-F03	<b>F - Target those high priority neighbourhoods identified through the Nottinghamshire Crime and Drugs Partnership (CDP) and Safer Nottinghamshire Board (SNB)</b>	

AB	<ul style="list-style-type: none"> <li>• Crime and ASB prevention strategies have been developed for the 2014/15 cohort of high priority neighbourhoods identified by the CDP and SNB. Monthly performance reports are distributed by the Partnership Analysts, and performance is monitored in-Force through the Performance &amp; Insight Reports, Divisional OPRs and Joint Performance Board and externally by the CDP and SNB. The Priority Plus areas and process for selection has recently been reviewed by the Commissioner's office and presentation to the SNB to ensure that any additional resources targeted provide maximum value and impact. A new more sustainable model of 'locality working' is under development by partners.</li> <li>•</li> </ul>	G
T3-P01	<b>P - Both geographic and crime type be used to target resources and current Gold Groups be retained to oversee activity.</b>	
TS	<ul style="list-style-type: none"> <li>• <b>County:</b> Within the County a focus continues to be given on priority crime types, namely violence, burglary, hate and business crime. Multi agency responses to these issues are co-ordinated via the Safer Nottinghamshire Board. Progress is reported via the County CSPs to SNB and each is overseen by their designated SNB Champion, to ensure learning, good practice and effective tactical responses are consistent across the County. The 18 Partnership Plus Areas are each working to their individual action plan designed to tackle the issues in each area and will be expected to demonstrate a reduction in crime that is 4% greater than the rest of the County. The Partnership Plus Areas are currently being reviewed by the SNB to maximise their impact in the County, linked to a project to scope improved integrated working.</li> </ul>	G
JR + AC	<ul style="list-style-type: none"> <li>• <b>City:</b> Priority Crime types are identified through the Strategic Assessment, which this year is produced in-line with the districts to contribute to the overall Force assessment. The City usually looks at five main areas to help prioritise: Volume, DoT, Comparators, Victim Impact and Consultation results. The five High Impact Areas were identified based on a matrix which was made up of the following data: deprivation, health, education, crime, ASB, Fire and other indicators of social exclusion. The rationale was that we would focus on areas of mutual interest to partners and the causes/symptoms of crime.</li> <li>• The strategic assessment is the annual position but we also look at performance at the monthly meetings (Exec or Board) and new emerging issues can be identified there and discussed. The weekly SMT also reviews performance and responds accordingly. The Locality Boards also meet monthly and review the emerging performance picture and react accordingly. The ASB issue has been the focus of the ASB Executive for some time and we have been working closely with the Police and CP to implement a response (particularly around the noise issue). The most recent Board Report (attached) summarises the activity that has been initiated through that process. Analysis of current performance and exploring the reasons behind the increase are at the forefront of what we day to day.</li> </ul>	G

	<ul style="list-style-type: none"> <li>• <b>City:</b> Alcohol related offending remains a priority crime type as reflected in the Commissioner's Alcohol Strategy and the strategies of partners. In 2014 Nottingham and Nottinghamshire became a Home Office Local Alcohol Action Area (LAAA). This opportunity has allowed additional focus on alcohol related harm and has supported a range of activity across the city and county including work to attain Purple Flag Status for Mansfield, a county Best Bar None scheme, drunk selling initiatives, training for bar and door staff as well as the progress towards establishing the 'Cardiff Model' data sharing and tasking process for the City.</li> <li>• The volume of alcohol related offending remains high (despite recording /identification issues) and NTE violence represents around a quarter of all violence in the city).</li> </ul>	
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<b>4</b>	<b>Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour</b>	
T4-C01	<b>C - Jointly commission substance misuse services</b>	
SM	<ul style="list-style-type: none"> <li>• A joint commissioning and procurement exercise has been completed with Notts County Council Public Health. A new provider has been appointed from 1<sup>st</sup> October 2014 with funding made available by the Commissioner. This service provides treatment and recovery services for offender</li> <li>• Crime Reduction Initiative have been awarded the contract for the provision of substance misuse services in the County. Following a period of mobilisation after award of contract in October 2014, the service is being embedded across the County. Progress is reviewed in quarterly contract review meetings with Public Health and CRI.</li> </ul>	G
T4-C02	<b>C - Lead the implementation of the Alcohol Strategy and Action Plan</b>	
SM	<ul style="list-style-type: none"> <li>• Both the County and City lead Officers are working hard to deliver the action points in the strategy which the Commissioner's Office (NOPCC) is monitoring. The Plan is progressing well across the City and County, with key achievements which include: Best Bar None, Purple Flag, the Drink Aware Project and Operation Promote. There is further work being developed with Bassetlaw and Newark to improve information sharing.</li> <li>• The Alcohol Strategy and Action Plan will be updated in the next quarter to reflect the progress made during the last 12 months. Additional developments to incorporate into this include the potential pilot of Alcohol Concern's Blue-light project, further development of the Drinkaware project and continuing the achievements made by the Local Alcohol Action Areas in</li> </ul>	G



	both the City and County.	
T4-F01	<b>F - Develop and implement multi-faceted partnership problem solving plans for each of the key Night Time Economies (NTEs) within the City and town centres</b>	
AB	<ul style="list-style-type: none"> <li>• The City Division is working on the implementation of the Cardiff Model to deliver more dynamic tasking with stronger intelligence products (while remaining within the National Intelligence Model – [NIM]). An initial bespoke intelligence produce has been developed which will be used to inform a live resource to directly support city centre and licensing police team (Analyst and Researcher).</li> <li>• The Responsible Drinking Initiative (RDI) is about to be launched, which will provide breathalysers and industry best practice vulnerability training to door and bar staff, as well as police and partnership NTE officers. The RDI has been endorsed by the Portman Group, the British Beer and Pub Association as well as National Pub watch. Invitations to join the scheme were opened up through the Nottingham Pub watch and BID on 12th August 2014 with considerable enthusiasm evident from venues. It is anticipated that the scheme will be fully in operation in October 2014.</li> <li>• Operation PROMOTE continues to build on the considerable successes it has already achieved. The Operation is built on national best practice and is supported by a targeted partnership communications message. Violence continues to be reduced on PROMOTE nights by around 23%, consistent with the model and with the pilot which ran in late 2013.</li> </ul>	G
T4-F02	<b>F - Encourage positive changes in drinking habits and raise public awareness of the risks associated with misuse of drugs and alcohol</b>	
AB	<ul style="list-style-type: none"> <li>• City Division is about to launch a multi-agency communications plan for the city which will inform citizens, protect and enhance the reputation of the city while also seeking to motivate behavioural change with regard to harmful drinking. The plan will look at all aspects of alcohol related problems under the campaign name ‘<b>Ending Alcohol Harm</b>’. The Force has also secured for both the city and the county a unique partnership with Drink aware through the LAAA. The project to be delivered with Drink aware is funded and aimed a motivating behavioural change for those between 18 and 29 engaging in ‘drunken nights out’. This high-value partnership is bringing unique behavioural economics insight and funding to the Force Area.</li> </ul>	G
T4-F03	<b>F - Improve the effectiveness of assessment and treatment for drugs, alcohol, mental health issues and learning difficulties in custody, prisons and the community</b>	



AB	<ul style="list-style-type: none"> <li>• CRI are the new providers for drug and alcohol services in the County. A meeting was held on 5th August 2014 to discuss on-going and future arrangements. A process has been introduced within Custody Suites to identify veterans of the Armed Services who have mental issues that might relate to PTSS. There is a Mental Health Nurse in the final stages of vetting before joining the Multi-Agency Intelligence Team at Carlton Police Station. Their initial role will be to assess veterans for specific support. The Multi-Agency Drug Monitoring Group meets regularly to share intelligence. The new Drugs Interventions Programme (DIP) software is being written in-house to give real-time performance data across Partners. Targeted testing of arrested detainees has reduced the overall number of tests carried out by 40%, but maintained the number of positives. In addition, new simpler to use and more accurate drug testing machines have been purchased.</li> <li>• The CDP is also working with Drink aware to explore the opportunities for delivering alcohol support via employers in Nottingham and to parents via schools.</li> <li>• Both City and County divisions continue to work in partnership with Last Orders through the Alcohol Diversion Scheme (ADS). The ADS allows those issued with a PND for alcohol related disorder to attend a specialist session run by Last Orders clinicians in exchange for a reduction in their fine. The scheme has been highly successful with no individual known to have reoffended or even made an alcohol related hospital attendance.</li> <li>• Framework is the new provider for drug and alcohol services in the City.</li> <li>• A lot of work is being driven through the Reducing Reoffending Board (a partnership of Police, CDP, SNB, Probation, CRCs, YOTs and others) to address the needs of many people in contact with the criminal justice system through custody, prisons and the community.</li> </ul>	G
T4-F04	<b>F - Reduce the demand for and supply of illegal drugs, tackling Class A drug trafficking; closing crack houses and disrupting cannabis cultivation</b>	
AB	<ul style="list-style-type: none"> <li>• The Cannabis Dismantling Team is now fully operational, and there has already been a huge amount of positive feedback. The New Psychoactive Substance (NPS) multi-agency group has been set up by Public Health England to address NPS issues. In terms of performance, there has been a reduction of possession of Cannabis offences; there was an increase of 18 supply offences in June compared to last year which was a 40% increase; there have been no breaches of drug assessment appointments in June; after a recent month-on-month increase, Cocaine seizures decreased in June; positive testers for Opiates has risen over the last year to over a third of all tested; and compliance on NSPIS for drug screening, testing and result recording is improving but is still not 100%.</li> <li>• Possession offences as at 23<sup>rd</sup> March 2015 (year to date) show a reduction in offences of 7.5% (-217 offences). 16.6% of recorded offences occur in Nottingham City Centre.</li> </ul>	G

	<ul style="list-style-type: none"> <li>• Supply offences (for the same period) show an increase in supply/production offences of 6.8% (+46 offences). . This is evidence of good proactive work by Police and Partners.</li> <li>• The 12 month average positive drug test rate (in custody) is 46.9%.</li> <li>• 55% of Inspector authority tests were positive in February 2015 (25 out of 45). 21 (46.6%) of February IA tests were for VAP (Violence Against the Person) and 52.3% (11) of those resulted in a positive test.</li> <li>• £40,022 savings have been realised by the Cannabis Dismantling team since April 2014</li> <li>• Operation Promote will be running in the City on a regular basis.</li> <li>• The Drug Strategy annual review (2014-2015): The third review of the 2010 Drug Strategy, 'A Balanced Approach', provides an update on the progress made under the three strands of the strategy (Reducing Demand, Restricting Supply and Building Recovery) between December 2013 and February 2015.</li> </ul>	
T4-P01	<b>P - Ensure the robust enforcement of licensing conditions of pubs and clubs causing the most concerns</b>	
AP	<ul style="list-style-type: none"> <li>• <b>County:</b> Within the County this work is being overseen by the Substance Misuse Strategic Group and the implementation of the LAAA in Nottinghamshire. Locally each CSP will review licensing conditions of problem premises and revoke/replace as required</li> </ul>	G
AC	<ul style="list-style-type: none"> <li>• <b>City:</b> Robust licensing enforcement continues across the city and county with premises being closely managed by police and local authority licensing teams. Problematic premises continue to be successfully closed while well-run establishments are supported through Pubwatch and other industry partnership schemes. Licensing policy in the city continues to reflect the latest government thinking with the city having ratified the introduction of a Late Night Levy in May 2014.</li> </ul>	G
T4-P02	<b>P - Improve drug and alcohol treatment and assessment in custody, prisons and the community</b>	
AP	<ul style="list-style-type: none"> <li>• <b>County:</b> On 12 June 2014, the County Council Public Health Committee endorsed the award of the Adult Community Drugs and Alcohol (Substance Misuse) recovery contract to "Crime Reduction Initiative". As a result of the new contract award the people of Nottinghamshire will benefit from improved substance misuse services. The new contract will ensure evidence-based, results-focussed and consistent services are put in place across the County. They will place a focus on long term recovery, helping more people through the system and out the other side, which in turn will ease the burden on the system, to reduce crime and help bring more people back into work. Criminal Justice Substance Misuse interventions are funded by the Commissioner.</li> </ul>	G

AC	<ul style="list-style-type: none"> <li>• <b>City:</b> Nottinghamshire County Public Health teams have completed a process of tendering to re-secure alcohol (and drug) treatment provision from October 2014. Nottingham City will also have completed a tender process for retaining high-quality alcohol treatment provision from the same date. From October 2014 alcohol treatment provision will also be included alongside drug treatment in Nottingham's custody suite and CJ settings (part funded by the Commissioner's Community Safety Fund).</li> </ul>	G
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5	Reduce the threat from organised crime	RAG STATUS
T5-C01	<b>C - Develop options for local and regional serious and organised crime strategies to tackle, cybercrime, fraud, money laundering, sexual exploitation and human trafficking</b>	
KS	<ul style="list-style-type: none"> <li>• There has been work to identify local approaches with the region and there is further work identified to support the regional PCCs with tackling local and regional serious and organised crime. There has been a review of the Strategic Policing Requirement by HMIC, and an update of progress of delivering the Requirement has been presented by the Force in the Police and Crime Needs Assessment. The Commissioner has responded to the Strategic Policing Requirement Inspection and the Inspection on Public Order, which are published on the HMIC website and the Commissioners website as per the statutory responsibility to prepare comments outlined in Section 55(5) of the 1996 Police Act.</li> <li>• There has been further work to identify the development of Serious and Organised Crime local profiles which will come under changing governance arrangements through the SNB and the CDP. These profiles will provide information for the Police and Crime Needs Assessment. A new Serious and Organised Crime Board in the City (formerly EGYV Board) has been established. Discussions are taking place with partners to establish a similar arrangement in the County under the SNB structure.</li> </ul>	G
T5-C02	<b>C - Encourage greater regional collaboration between Forces for crime, criminal justice and operational support</b>	
CR	<ul style="list-style-type: none"> <li>• The Commissioner chaired in 2014/15 a Regional Commissioner Board and across the region there are several projects underway. Some have funding from the HO Innovation fund. Criminal justice and operational support regional business case will be considered at the meeting of the November PCC Board. A new regional Criminal Justice Board has to be established in 2015.</li> </ul>	G

T5-C03	<b>C – Improve multi-agency demand profiling of impacts and resources of increases of new and emerging communities within the City and County</b>	
KS	<ul style="list-style-type: none"> <li>• There has been a regional research project conducted on 'The Impact of International Migration on the East Midlands' and also there has been a piece of work conducted for the Commissioner by the CDP 'Examining Crime, Ethnicity and Gender in Nottingham'. These will form part of the evidence base for the Police and Crime Needs Assessment.</li> <li>• Demand profiling of our existing and new and emerging communities will be progressed for the Commissioner through a PHD Student that will be working in the OPCC from Nottingham Trent University. There will be continuing work with the SNB and the CDP to gather information for community profiling which will be outlined in the refreshed Consultation and Engagement Strategy and the Police and Crime Needs Assessment.</li> </ul>	G
T5-C04	<b>C - Promote activities to build active communities to improve relationships and community cohesion</b>	
NW	<ul style="list-style-type: none"> <li>• In 2014-5 the Commissioner grant funded two voluntary and community organisations to lead work to bring together young people and the police and newly arrived migrants and the police. Reports on progress will be made available in Qrt1 2015-16 but indications from various stakeholders are that they have been very successful.</li> </ul>	G
T5-C05	<b>C - Support the Ending Gang Partnership programme and enhance community involvement</b>	
NW	<ul style="list-style-type: none"> <li>• See also T1-P01</li> <li>• The Commissioner has continued to invest into the Ending Gang Youth Violence Programme. The programme has a strong community cohesion element, including delivery of community based projects to divert gang members away from a life of crime, a small grants fund to support community engagement and a cohesion worker.</li> <li>• Furthermore, the Commissioner has continued to invest into the Ending Gang Youth Violence Programme. The programme has a strong community cohesion element, including delivery of community based projects to divert gang members away from a life of crime, a small grants fund to support community engagement and a cohesion worker.</li> <li>• Vanguard Plus, the multi-agency ending gang youth violence team, led by Nottingham City Council, has now been established for just over 3 years. The main focus of the team is to address the activities and behaviours of individuals mapped as urban street gang (USG) members, however, the team also manage a number of organised crime group (OCG) members who have direct links to USGs. During the last 12 months the team have managed a number of high profile, high risk offenders.</li> </ul>	G

	<ul style="list-style-type: none"> <li>The team have engaged with the three key EGYV providers supported by the Police and Crime Commissioner's (PCC) funding (commissioned through the Crime and Drugs Partnership (CDP)). These projects have been invaluable this year in engaging individuals who would not ordinarily be willing to enter into any kind of dialogue with the public sector. Two of the projects in particular (Take One in Radford and the Community Recording Studio (CRS) in St Ann's) have acted as a venue for engagement and developing the relationships between the individuals concerned and Vanguard Plus Police Officers</li> </ul>	
T5-C06	<b>C - The Force should place an even greater focus on identifying, obtaining intelligence and targeting serious and organised crime groups.</b>	
KS	<ul style="list-style-type: none"> <li>The Police and Crime Needs Assessment will identify the key issues of threat, harm and risk around intelligence and serious and organised crime. The Force produces a six monthly Strategic Intelligence Assessment which is used in support of this action.</li> <li>There has been further work to identify the development of Serious and Organised Crime local profiles which will come under changing governance arrangements through the SNB and the CDP. These profiles will provide information for the Police and Crime Needs Assessment.</li> </ul>	G
T5-F01	<b>F - Proactively investigate money laundering offences and pursue criminals through the courts to derive maximum benefit from the Proceeds of Crime Act (POCA)</b>	
AB	<ul style="list-style-type: none"> <li>Year-to-date (Sept 2014) there were 104 successful Confiscation and Forfeiture Orders, this is 7.2% more than in the previous year, and placed the Force 2.8% away from its +10% target. Performance continued to improve as the year progressed, with the average value of orders up by 15.5% to £5,367.07. The total value year-to-date (Sept 2014) was £558,175.75 or 23.9% more than in the previous year.</li> <li>Year-to-date (March 2015) there have been 198 successful Confiscation and Forfeiture Orders, this is 16.5% more than in the previous year, and places the Force 5.6% above the 10% target. Performance is continuing to improve as the year progresses, with total value year-to-date being £84,337.63 more than in the previous year.</li> </ul>	G
T5-F02	<b>F - Target organised criminal activity through the use of Organised Crime Group (OCG) mapping and management</b>	
AB	<ul style="list-style-type: none"> <li>In terms of criminal intent and capability, the current threat from Serious, Organised Crime in Nottinghamshire remains significant and consistent despite evidence of successful disruption within the last 12 month period as a result of various Nottinghamshire Police and EMSOU operations. The current intelligence picture relating to organised criminality, coupled</li> </ul>	G

	with the upcoming prison release of key individuals linked to organised crime, suggests that the medium term threat from Serious, Organised Crime in Nottinghamshire will not change from its current threat status of significant and consistent.	
T5-F03	<b>F - Utilise Automatic Number Plate Recognition (ANPR) technology to reduce organised road crime and deny criminals the use of the road</b>	
AB	<ul style="list-style-type: none"> <li>• 2014 has seen an increase in the number of ANPR cameras in use by Nottinghamshire Police – especially in the County. Bespoke police operations are now linked to the ANPR camera network tackling organised crime groups. In addition the go – live of the Real Time Intelligence Unit (RTIU) in the control room is delivering a 24/7 capability to use the ANPR data to tackle high harm camera activations and to enhance our capability around crimes in actions and vulnerable people.</li> <li>• Plans are being implemented to provide high levels of ANPR coverage around certain areas of Nottinghamshire. See T3-C05 above.</li> </ul>	G
T5-F04	<b>F - Work closely with the East Midlands Special Operations Unit (EMSOU), the National Crime Agency (NCA) and local partner organisations</b>	
AB	<ul style="list-style-type: none"> <li>• Some key developments in support of this objective include:</li> <li>• The introduction of the monthly Organised Crime Group Scrutiny Board and ORCA (Organised Crime Recording and Administration) electronic application to provide governance and improved management of Nottinghamshire Organised Crime Groups.</li> <li>• Development of the Government Agency Intelligence Network (GAIN) structure within Nottinghamshire and the East Midlands as a whole.</li> <li>• Development of Organised Crime Local Partnership Board in the City and County. Nottingham EHYV Board now Serious and Organised Crime Board.</li> <li>• Introduction of a dedicated Real Time Intelligence Unit within the Control Room to provide a 24/7 intelligence function, including real time briefing and improved ANPR monitoring - 1st phase effective from September 2014</li> <li>• Work towards implementing the <u>Schengen</u> system in Nottinghamshire enabling sharing of data and intelligence across EU and several other nations</li> <li>• Designing and implementing the Force response to Human Trafficking, including a significant on-going, and so far successful, investigation in to a Polish crime group involved in the recruitment of trafficked individuals used in forced labour</li> </ul>	G

	<ul style="list-style-type: none"> <li>• Significant improvement of the Force's use of the Foreign National Conviction Exchange for checks against detained foreign national offenders</li> <li>• Nottinghamshire Police continue to work closely and collaborate with EMSOU to provide efficiencies for policing as well as financial benefits. There are on-going reviews to look at items such as better utilisation of fleet to find further cost savings.</li> <li>• Other partner organisations are always in the mindset when looking at activities and projects that are happening. For example CRIM and the Control Room to potentially create scope for more multi-agency working in the future.</li> </ul>	
T5-F05	<b>F - The Force should place a greater focus on understanding and tackling cybercrime especially against vulnerable young people and also fraud and online crimes.</b>	
AB	<ul style="list-style-type: none"> <li>• The Force is completing an in-Force assessment of the Cyber capabilities in line with the recently published College of Policing national Cyber Crime Framework to assess its capability on agreed national parameters.</li> <li>• The submission of a Business Plan to shortly relocate to a 'one stop Cyber Hub' based at Headquarters to allow for a more integrated and effective Cyber department. This will enable co-working through work placements with partners such as Universities which have related cyber learning portfolios.</li> <li>• The monthly meeting of the Cybercrime Regional Users Group which focuses on regional co-working and linked in regional Cyber alignment. This group is attended by representatives of EMSOU. This is chaired by ACC Foster, the Deputy chair being Superintendent Pollock from Nottinghamshire Police. This meeting has established regional sub-group meetings on key work-stream areas for regional interoperability</li> <li>• The reinvigoration of a monthly in-Force Cybercrime Focus Group represented by the key cyber related departments: such as the DIU / TIU / SPOC's / Pre-Crime / Training / fraud; and an analyst. All of these representatives are in turn linked into the region and have communication to EMSOU and the NCA.</li> <li>• A comprehensive training programme for all relevant staff which includes distance learning elements and, for investigators, attendance at a course.</li> <li>• Recruitment of Digital Media Investigators who will be able to advise SIOs on digital investigation strategy.</li> <li>• Development of an internal and external communications strategy aimed at reducing vulnerability to Cybercrime.</li> </ul>	G



<b>6</b>	<b>Prevention, early intervention and reduction in reoffending</b>	
T6-C02	<b>C - Provide positive activities for young people at most risk of getting involved in offending and anti-social behaviour</b>	
NW	<ul style="list-style-type: none"> <li>In the city the Ending Gang Youth Violence Project supports young people involved in gangs with diversionary activity. In the County the Commissioner has invested £156,000 into targeted youth support. In addition, the Commissioner has grant funded a number of projects providing diversionary activity for young people at risk of offending or anti-social behaviour, including a football related project and a community improvement project.</li> <li>Nothing to add until the CDP/SNB provide last year's monitoring. The small grants monitoring is due in end April</li> </ul>	G
T6-C03	<b>C - Work in partnership to address the mental health needs of offenders and victims</b>	
SM	<ul style="list-style-type: none"> <li>The Mental Health Crisis Concordat Conference was held on the 25 September 2014 in collaboration with the Clinical Commissioning Group (CCGs). An action plan will be developed in collaboration with Partners (during the next quarter) with key aims to reduce of numbers of those who go into crisis, improve access to services including young people, to improve resilience and community support. The aim is the have the plan will be in place by the end of March 2015.</li> <li>A Crisis Concordat action plan has been developed and was submitted to the national Crisis Concordat team in March 2015, in accordance with the required deadline. The action plan will be implemented from April 2015 onwards in collaboration with the Clinical Commissioning Groups, City and County, the Police, Health bodies and other lead partners, with strategic oversight from the PCC.</li> </ul>	G
T6-C04	<b>C – Work with local partners and MOJ officials to ensure transforming rehabilitation to have a positive impact locally</b>	
KD	<ul style="list-style-type: none"> <li>Reducing Re-offending Partnership is the new owner of CRC (Community Rehabilitation Company) for Nottinghamshire, Derbyshire, Leicestershire and Rutland. The new owner took legal responsibility for the service from 1st February 2015. CRC is supporting a secondment to the PCC office 2 days per week to lead on substance misuse strategy including implementing the alcohol action plan. CRC alongside National Probation Service is making a positive contribution towards partnership working and work is underway between CRC and Police to scope out an IOM model for several DV perpetrators. This work will form part of the 2015/16 delivery plan.</li> </ul>	G



T6-C05	<b>C - Ensure that Community Resolution is evaluated in 2014 to assess whether it is an effective disposal method in terms of meeting victim needs and levels of recidivism compared to former methods and specifically for shop theft.</b>	
PG	<ul style="list-style-type: none"> <li>The Anti-social Behaviour, Crime and Policing Act 2014 was enacted in October 2014 and the new Community Remedy procedures under section 101 incorporate community resolutions. It is considered that the scheme should be allowed to operate for a longer period before being evaluated. Therefore, a new action is included in the revised Commissioner's Police and Crime Delivery Plan i.e. 'Ensure greater scrutiny and promote a better understanding of out of court disposals, including a review of 'community remedy' (reference P21).</li> </ul>	A
T6-C06	<b>C - Research be undertaken to better understand why 63 shoplifting offenders committed and received a positive disposal for 5 or more offences within a 12 month period.</b>	
PG	<ul style="list-style-type: none"> <li>Research undertaken and Retail Crime Event held in June 2014 where findings were reported. A number of recommendations were taken forward including a trial of 10 GPS electronic tags to control and monitor activity of persistent shoplifters. The Commissioner has written to the Justice Secretary with a request that legislation be changed to allow for compulsory wearing of GPS tags currently worn on a voluntary basis. The Commissioner sits on the National Retail Crime Steering Group and is advancing the issues identified nationally.</li> <li>The Force has been operating 4 Buddi GPS tags since August 2014- these tags have been designated specifically to Shop Theft nominals.</li> <li>Although the uptake of these voluntary tags by persistent shoplifters has been slower than what we would like, we have been working hard with local retail communities to ensure they are aware of what is possible for us to achieve together. Plans have been shared and agreed with retailers for additional technology to be put in place to aid GPS accuracy, when the data is available.</li> <li>The Four Seasons Shopping Centre in Mansfield, along with the top 3 targeted retail premises in Arnold have all just recently agreed to have GPS booster beacons installed into their locations. These beacons provide GPS signal inside buildings, where it is normally hindered. This will provide stronger evidence of an individual's activity- imperative in the cases of retail banning orders/exclusion zones- and provide further police support to retailers in shop theft crime.</li> <li>Safer Neighbourhood teams in these areas of Nottinghamshire, along with Integrated Offender Managers are both linked into this pilot, working hard with individuals that would benefit from utilising the GPS technology.</li> <li>Although only 7 individuals have worn the voluntary tags since September 2014, the data gained has already provided us with some positive results- we have been able to closely monitor a prolific shop theft individual with retail banning orders</li> </ul>	G

	<p>across Nottinghamshire and Derbyshire, and locate someone through historical GPS data wanted on a recall.</p> <ul style="list-style-type: none"> <li>• As such, it is not yet mandatory to tag someone with GPS without their prior approval- potential legislation on this has been challenged on a human rights level. Until this has been resolved, a deferred sentencing option in court could be the best way forward in tagging these prolific individuals.</li> <li>• Hertfordshire Police have succeeded in utilising GPS tagging as an option in court (through deferred sentencing), and in the coming month we will be meeting with them to discuss this success. We will also confer over Nottinghamshire's progress with the courts, and ways in which we can push forward to enable it as an option for us too.</li> <li>• We have a good working relationship with UK GPS company Buddi, who we lease the technology from. They will allow us to increase/decrease GPS tags as and when demand dictates- which is helping in keeping finances grounded whilst we have limited usage.</li> </ul>	
T6-F01	<b>F - Adopt an integrated partnership approach to preventing demand for public, private and third sector services</b>	
AB	<ul style="list-style-type: none"> <li>• The Preventing Demand Programme has been launched to integrate the working practices of Public, Private and Voluntary Sector service providers across Nottinghamshire to prevent demand (Preventing Demand Partnership Strategy 2014-17). So far a multi-agency problem solving hub has been set up in Sutton East. Supported by the Division and the Council Corporate Management Group, resources have been identified both within the Police and Local Authority. A similar hub is being set up in Worksop. Meetings have taken place with the Troubled and Priority Families leads from the County and City, and a work stream has been set up to look at what additionally could be identified to build upon the national programmes, but which will identify and tackle those families which these initiatives will not capture but whom are an immense drain on partnership resources.</li> <li>• Work is on-going with Partners to access Local Authority funding schemes to support the work against prevention and provide a working fund which will support the whole partnership approach to prevention meaning that real and rapid sustainable progress can be made.</li> </ul>	G
T6-F02	<b>F - Develop early intervention plans aimed at diverting young people away from crime and improving community cohesion</b>	
AB	<ul style="list-style-type: none"> <li>• There are a number of programmes in place to work with young people, the Widening The Net Scheme which in partnership with Stags Football Club identifies young people providing trips and Saturday training. Working with Targeted Youth Services, Girls events are put on in a similar fashion. Referrals to Substance Misuse Workshops as an alternative to receiving a Caution for simple possession of Cannabis or alcohol-related offences are now up and running. There is now a</li> </ul>	G

	paid for dedicated / seconded Officer in place at Worksop Outward Academy. In addition, Schools Officers in the County are working closely with YOS which was recognised as a positive through a recent peer review.	
T6-F03	<b>F - Utilise Integrated Offender Management (IOM) to deliver critical interventions to those offenders who commit the greatest number of offences</b>	
AB	<ul style="list-style-type: none"> <li>The Forces IOM programme was reviewed by the College of Policing and HMIC. Nottinghamshire was particularly highlighted nationally for its work in HMP Nottingham and the Multi-Agency Intelligence Team; subsequently the Force is to provide peer reviewers to the College of Policing on IOMs. IOM performance management through convictions has begun now that the new cohort has been identified. There are over 400 individuals currently managed through the Force IOM programme. There are plans to extend the remit to include certain violence offences. GPS tagging is being trialled for shop theft offenders. The Reducing Reoffending Board has commissioned a full review of Premium Service provisions and IOM tactical delivery.</li> <li>The most recent performance information for IOM shows success in reducing the frequency and severity of offending for offenders in both the IOM Shop Theft cohorts and general cohorts. The performance framework for managing IOM is being shared with partners through the reducing Reoffending board.</li> <li>IOM is currently under review and consideration will be given to including persistent DV perpetrators in IOM contract.</li> </ul>	G
T6-P01	<b>P - Work through the Multi Agency Public Protection Arrangements (MAPPA), to manage supervision in the community of the most dangerous violent and sexual offenders</b>	
NH	<ul style="list-style-type: none"> <li>The overriding principles of MAPPA remain the protection of public from sexual and violent offenders who are due to be released from custody or are living in the community. With this as its foundation, the MAPPA office in Nottinghamshire efficiently coordinates the monthly level 3 Panel MAPPA meetings which are attended by senior managers from the Responsible authorities and duty to cooperate agencies along with on average 50 level 2 meetings held per quarter.</li> <li>The 1st June 2014 saw the demise of Nottinghamshire Probation service and the introduction of the National Probation Service whose area of business is the management of high risk of harm and MAPPA cases. Recent recruitment has seen the appointment of two lay advisors who will sit on the MAPPA SMB acting as a “critical friend” and bringing their knowledge and experiences of the area.</li> <li>An extensive training schedule is maintained by the MAPPA unit ensuring that all relevant agencies are fully aware of their requirements under MAPPA. The multi agencies training schedule continues to be delivered on a rolling programme basis.</li> </ul>	G

T6-P02	<b>P - Expand the use of restorative justice by partners and ensure consistent application of practice</b>	
KD	<ul style="list-style-type: none"> <li>• Following the completion of the Restorative Justice (RJ) consultancy project as described in Action T2-C01 the Commissioner is intending to go out to tender to commission a new restorative justice service for Nottinghamshire from 1st April 2015. This project is on track for completion within timescales.</li> <li>• See also T2-C01.</li> <li>• A new restorative justice provider, called 'Remedi' has been appointed by the Commissioner to provide, restorative justice interventions for victims for the period from February 2015 to March 2016. Staff recruitment and training, information sharing protocols, office set up and case transfer have all been completed by end of March. First meeting of the Nottinghamshire Restorative Strategy is to take place in early April 2015. Good progress has been made implementing this project according to the stated commissioned milestone.</li> </ul>	G
T6-P03	<b>P - Provide support to complex and priority troubled families</b>	
NW	<ul style="list-style-type: none"> <li>• The National Troubled Families Project: The Troubled Families project was launched by Central Government in December 2011 to 'turn around' the lives of 120,000 of the most troubled families in the UK. It aims to deliver intensive whole-family support to families with complex needs in a bid to achieve long-lasting change, and is focussed on reducing criminal activity and anti-social behaviour, improving school attendance and supporting adults into work.</li> <li>• The Commissioner is member of the Health and Well Being Boards in the City and County. This action cuts across a number of service areas. For example, Nottinghamshire County Council is supporting 1,580 Nottinghamshire families with complex needs over the next three years through the Supporting Families Programme, following the launch of the National Troubled Families Programme. Families are allocated a named worker who will be responsible for delivering intensive whole-family support focussed on reducing criminal activity and anti-social behaviour, improving school attendance and supporting adults into work. The City Council is training its frontline staff to focus on the whole family, rather than just individuals with 'isolated' issues. This means sharing the expertise of our huge range of talented staff. Spending extra time with the whole family to focus on the bigger picture at an earlier stage is better for the family and could reduce the need for costly interventions further down the line.</li> <li>• Many complex and troubled families reside in the County's 18 Priority Plus areas and the City's 5 High Impact Areas. The Commissioner has provided £28,278 for each area to help Partners and Police problem solve issues of crime and antisocial behaviour.</li> </ul>	G

7	<b>Spending your money wisely</b>	
T7-C01	<b>C - Achieve greater financial savings from regional collaboration</b>	
CR	<ul style="list-style-type: none"> <li>• Nottinghamshire Police continue to work closely and collaborate with EMSOU to provide efficiencies for policing as well as financial benefits. Recently Commissioners across the region have agreed to collaborate on operational support and Criminal Justice services.</li> <li>• Nottinghamshire continues to work closely with partners at a local and regional level. This work ensures resilience in specialist and support services and delivers savings for all partners. The East Midlands forces have been collaborating for 10 years and as such a robust governance system has been developed over the years. As a region we have been successful in bidding for innovation fund monies which have provided better technological solutions, such as Body worn Video.</li> <li>• At a local level close working with partners has improved the service for victims. For example the use of nurses for mental health triage in the communities and partners being located within the control room to ensure the first point of contact is the most appropriate point of contact.</li> <li>•</li> </ul>	G
T7-C02	<b>C – Coordinate the rationalisation of the Force's property estate, working with partners to maximise integrated working, and rationalise the vehicle fleet whilst continuing to improve quality, suitability and performance</b>	
CR	<ul style="list-style-type: none"> <li>• This is an on-going piece of work in which solutions with local authority, NHS and others co-locate.</li> <li>• Proposals to co-locate the Police with Bassetlaw District Council at their offices at 17b The Square, Retford have been agreed. This proposal will provide savings to contribute towards the annual efficiency savings and enable an old police station to be sold. This initiative follows on from other successful co-locations including with Rushcliffe Borough Council at West Bridgford Police Station and with Broxtowe Borough Council at their offices in Beeston. Opportunities for further co-locations are being explored.</li> <li>• Where co-location is not possible other methods of working are explored - e.g. drop in places for officers and improved mobile working through IT investment.</li> </ul>	G

	<ul style="list-style-type: none"> <li>• It is proposed that Central Police Station and Canning Circus Police Station be replaced with Byron House, Maid Marian Way, Nottingham. Byron House will be the new base for the Aurora II partnership between Nottinghamshire Police and Nottingham City Council Community Protection. The building is owned by Nottingham City Council and the Police will take a 25 year lease of space within the building.</li> <li>• It is estimated that these proposals will result in annual revenue savings of approximately £128,000 and will generate capital receipts from the sale of Central and Canning Circus Police Stations of approximately £2.71m. The Police share of the initial capital cost of refurbishment of Byron House is estimated at £0.86m. In addition to this contribution, the Police will transfer the freehold interest in Sneinton and Meadows Police Stations (valued at a total of £0.5m) to Nottingham City Council. Further details of these arrangements are provided in the attached Report</li> <li>• The review of Sneinton Police Station, Meadows Police Station, Eastwood Police Station and Mansfield Woodhouse Police Station is part of the Estates Rationalisation Phase 3 work stream to provide a fit for purpose, flexible and sustainable estate enabling savings to be delivered of £2.4m over 3 years.</li> </ul>	
T7-C03	<b>C - Develop a regional transformational programme of change to deliver value for money</b>	
CR	<ul style="list-style-type: none"> <li>• There is a significant regional change programme in the process of rolling out. It will significantly change where support services are delivered from and already most of the police specialist services are provided this way, the Commissioner has approved a new policing model/delivering the future, which was subject to consultation and extensive briefings with partners in 2014/15</li> </ul>	G
T7-C04	<b>C - Implement and promote the Social Responsibility Strategy</b>	
KS	<ul style="list-style-type: none"> <li>• The Strategy has been drafted with a supporting Action Plan to be delivered. This Strategy will be launched but before the end of 2014.</li> <li>• The Social Responsibility Strategy had been drafted in 2014, there will be a refresh in line with the refresh of the Consultation and Engagement Strategy and will be launched in the summer 2015.</li> </ul>	G
T7-C05	<b>C - Implement the commissioning strategy to target resources to local communities to help resolve local problems</b>	
NW	<ul style="list-style-type: none"> <li>• A Commissioning Framework has been drafted in 2014-5 which will be finalised and published during 2015. The Framework sets out how the Commissioner will target his resources. The final version will incorporate lessons learnt from</li> </ul>	G

	the Cabinet Office's Commissioning Academy as well as best practice identified by internal auditors.	
T7-C06	<b>C - Recruit more volunteers, including cadets, Rural Specials, Specials, volunteer PCSOs, and Neighbourhood Watch</b>	
SA	<ul style="list-style-type: none"> <li>• This action relates to the Commissioner's second pledge.</li> <li>• At the end of March 2015 the Force has: <ul style="list-style-type: none"> <li>○ 263 Special Constables</li> <li>○ 223 Volunteers</li> <li>○ 148 Cadets</li> </ul> </li> <li>• The Special Constable numbers have been depleted by Specials leaving to become Police Officers which is the result of the Officer recruitment activity and also activity to remove Specials who could not meet the required hours commitment.</li> <li>• The Force has recently advertised for Special Constables and received 122 applications, which will assist in establishing rural Special Constables.</li> <li>• The Commissioner has committed £21,000 from his Community Safety Fund to facilitate the amalgamation of the City of Nottingham Neighbourhood Watch Council and NottsWatch to form a county-wide Nottinghamshire Neighbourhood Watch organisation.</li> <li>• The amalgamation of the City and County branches of Neighbourhood Watch will ensure that future crime prevention work is more integrated and that resources are pooled to help increase membership of this very worthwhile scheme. It will also help to maintain the organisation's website which keeps residents up to date with the latest risks and advice.</li> <li>• In the new format, Nottinghamshire Neighbourhood Watch will oversee a host of self-help schemes across the county, some with 40-plus members. The work is driven towards reducing opportunities for crime and anti-social behaviour, promoting the birth of new schemes in communities, providing street signs and deterrent stickers for Neighbourhood Watch areas and providing advice about domestic security and personal safety. It also uses an 'Alert' system to inform the community about crime risks and generates valuable intelligence.</li> </ul>	A
JN	<ul style="list-style-type: none"> <li>• During the year the Volunteer Manager (VM) of the Commissioner's office has recruited 11 new Custody Visitors in April 2014 and they have now all been trained and vetted. They have just started making custody visits during the summer. They are all on a six month probationary period and will be undertaking visits with experienced CV's for the first 3 months</li> </ul>	G



	<p>(or longer if required) to gain 'on the job experience'. The VM will be monitoring their progress and will assess them towards the end of their probationary period.</p> <ul style="list-style-type: none"> <li>• The new Independent Custody Visitor recruits have successfully completed their 6 months probationary period and are now fully trained. The reports from the experienced ICV's who have trained the new recruits have been very positive.</li> <li>• The Volunteer Manager is in the process of recruiting 3 new volunteers to the Animal Welfare Scheme (AWS) to bring the numbers back to 6. Interviews are in March 2015 and the new AWS Lay Visitors are expected to be in post by April 2015 following vetting and reference checks.</li> <li>• The PCC currently has: <ul style="list-style-type: none"> <li>○ 23 Independent Custody Visitors</li> <li>○ 3 Animal Welfare Lay Visitors (recruitment on-going)</li> <li>○ 6 Mystery Shoppers</li> </ul> </li> </ul>	
T7-F01	<b>F - Explore opportunities for collaboration and partnership to reduce costs and improve services whilst continuing to meet the Strategic Policing Requirement (SPR)</b>	
AB	<ul style="list-style-type: none"> <li>• The Force is collaborating on Specialist Service areas around regional CJ (EMCJS) and OSD (EMOpSS) as well as looking at moving from a 3 Force to 5 Force Forensics. Others areas of collaboration are MFSS and PBS, EMSOU, Major Crime, Procurement, L&amp;D, Legal &amp; ICT.</li> <li>• Innovation funds have been secured for collaborative work in excess of £8m for the region. Nottinghamshire are leading on body worn video.</li> <li>• The Policing Business Services project (PBS), merging Business and Finance areas with Northamptonshire are planned over the coming year.</li> </ul>	G
T7-F02	<b>F - Implement sustainable workforce planning, building a culture of excellence and innovation while addressing any disproportionality</b>	
AB	<ul style="list-style-type: none"> <li>• A significant amount of work has taken place over the past year in relation to recruitment and retention especially a targeted BME recruitment programme which was initiated by the Chief Constable, and which engaged faith and community leaders in identifying potential candidates for Police Officer roles, launched in October 2013. The programme supported candidates with; interview techniques workshops, vetting advice, specialist training for competency based questionnaires and SEARCH© assessment centres. In addition each candidate was provided a mentor in the form of an existing police</li> </ul>	G



	<p>officer or police staff member for the duration of the programme. Although only a small number were involved in the programme the success rate of BME applicants showed a 60% increase overall when compared with the success rate of BME applicants in the recruitment process in February 2013.</p> <ul style="list-style-type: none"> <li>• Engaging with staff: Independently facilitated workshops to identify barriers to recruitment and progression were held with all BME officers and staff and the resulting “BME Voices” report and recommendations have been shared with the steering group and incorporated into the strategic Equality, Diversity and Inclusion action plan. The organisation has also worked closely with the College of Policing and assisted in the development of the national survey of all BME officers carried out earlier this year, the results of which are due to be published shortly.</li> <li>• The Force is currently working closely with the College of Policing in a number of areas: <ul style="list-style-type: none"> <li>○ Working with the BME Progression 2018 programme to identify best practice and produce guidance for the application of positive action in Police Officer recruitment,</li> <li>○ Piloting an “Emerging Potential” training course for BME officers and staff Identifying suitable BME candidate for the new fast track PC to Inspector programme.</li> <li>○ Researching the equity of current national assessment processes for BME applicants.</li> </ul> </li> <li>• In addition three BME inspectors from Nottinghamshire have secured places on the national “Releasing Potential” development programme run by the College of Policing. This is a seven month development programme, limited to 32 places nationally, made up of workshops, action learning sets, coaching and mentoring for BME inspectors to assist in their career development.</li> <li>• There has been an ongoing programme of community engagement by the Positive Action team who have joined with the corporate communication team to deliver a presence at a number of key events over the past year including, the Caribbean Carnival, Nottingham MELA and the Riverside festival. In addition, the team has run a variety of engagement activities within communities for example a number of successful engagement events were held during Ramadan at Mosques across Nottingham City, Young BME people were invited to Police HQ as part of Nottingham City Councils “Tap the Gap” programme</li> </ul>	
T7-F03	<b>F - Provide officers and staff with joined up, innovative, reliable and easy to use technologies that make them more effective and accessible, and make their jobs easier</b>	
AB	<ul style="list-style-type: none"> <li>• A number of projects are now being rolled out to address this area. For example, Tetra Tabs have been installed in all response vehicles across the City and County. These rely on a 3G signal to operate and SIM cards have been provided to response teams from different providers (Vodafone, 3, EE etc), based on established 3G coverage for their response</li> </ul>	G

	<p>areas. These devices allow Officers to perform LAN access would provide. The Force is currently trialling two Mi-Fi units, which boost 3G signal strength, these are used successfully by Hertfordshire Police.</p> <ul style="list-style-type: none"> <li>• The NICHE project is underway in Nottinghamshire – this is an IT system which will provide a number of critical Force systems on one platform, which will also link in with regional Forces.</li> </ul>	
T7-F04	<b>F - Redesign the police workforce and integrate opportunities for volunteering through a 'Designing the Future' approach</b>	
AB	<ul style="list-style-type: none"> <li>• The Force is considering numerous proposals to “Deliver the future”. The shape of policing in the future, and how the Force’s services will be delivered, will depend on the resources available. In conjunction with the Commissioner the Force consulted on the budget final decisions were based on the settlement presented by central government in December 2014. Looking further ahead, the Commissioner and Force also have to take into account the crucial questions arising from the next Comprehensive Spending Review after the new Government is formed in 2015.</li> <li>• At this stage, the final figures are not known but it is expected that more challenging savings targets will be required. These, in turn, will mean changes in the way policing is delivered in Nottinghamshire. Change will prompt new and improved ways of working. Both Commissioner and Chief Constable are therefore determined to do all that can be done to both enhance the way services are delivered and to become more efficient with our resources. In the meanwhile, new policing models are being considered and will be consulted upon.</li> <li>• A new ‘Citizens in Policing’ department has been created through Designing and Delivering the future which will have the responsibility for developing volunteering.</li> </ul>	G
T7-F05	<b>F - The Force amends the 100% Attendance policy to ensure more effective use of resources.</b>	
AB	<ul style="list-style-type: none"> <li>• The recently introduced CRIM (Contact Resolution &amp; Incident Management) affectively replaces the 100% attendance policy in order to make much better use of resources and management of demand.</li> </ul>	G
T7-F07	<b>F - The Force should critically examine demand for service and consider revising its working practices to ensure better use of limited resources.</b>	
AB	<ul style="list-style-type: none"> <li>• The CRIM Project addresses this action as outlined above.</li> <li>• Delivering the Future will also address current and future workforce plans, budgets and working practises to meet future demands in line with available resources.</li> </ul>	G

T7-F08	<b>F - The Force should review the findings of the Base Budget Review and current HMIC Value for Money Profile 2013 to consider how to address key outliers compared to other Forces.</b>	
AB	<ul style="list-style-type: none"> <li>• Electronic file transfer - increased efficiency of Police led prosecutions - increased efficiency and reduced costs plus income to cover any existing costs</li> <li>• Streamline digital files - reduced poor quality, increase effectiveness at court</li> <li>• Early guilty plea schemes - CC is on-going , Mags is yet to start but the CC had increased the GP rate and reduced inefficiency in the CC</li> <li>• Local Early guilty plea scheme - looking at early disclosure - this is too early to determine results but should engage defence earlier and therefore raise effectiveness</li> <li>• Transforming summary Justice and Disclosure review - work in progress official go live is May 2015 but we are starting to work regionally on the solution which should increase effectiveness by having the right prep time (improves quality), correct brigading of cases to allow the correct resource to be allocated to court with the correct review time, police support at court to reduce adjournments and an earlier input of disclosable material to engage the defence and streamline the case progression through the courts.</li> <li>• Regionalisation of CJ increases efficiencies through streamlining business via a single approach, creates economies of scale and releases savings to aid the front line.</li> <li>• Revised Q1 forecast produced and submitted to Commissioner for approval that ties back to funding. Within this efficiency savings have been risk assessed and timings re-evaluated</li> <li>• The HMIC report around VtP4 has meant now that we have Commissioner approved plans around the future movements through to 2020 incorporating DTF. HMIC are back in to assess this in September.</li> </ul>	G
T7-F09	<b>F - The Force's daily Crime and Performance (CAP) database should be further developed to incorporate an option to view the data with both population and households so that comparative performance of areas can be better understood</b>	
AB	<ul style="list-style-type: none"> <li>• The Force view is that there would be very little value to adding the population and household figures to the daily Crime and Performance (CAP) as the report compares performance across classes as opposed across areas. Consideration will be given to adding these data to the newly rebuilt Crime and detection monthly performance report which recently went live on the Intranet.</li> </ul>	A

## LEAD OFFICERS KEY

### **Andy Burton**

PL3-F02  
T1-F01  
T1-F02  
T1-F03  
T1-F04  
T1-F05  
T1-F06  
T2-F01  
T2-F02  
T2-F03  
T2-F04  
T3-F01  
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T4-F01  
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T5-F01  
T5-F02  
T5-F03  
T5-F04  
T5-F05  
T6-F01  
T6-F02  
T6-F03  
T7-F01  
T7-F02  
T7-F03  
T7-F04

T7-F05  
T7-F07  
T7-F08  
T7-F09

### **Andy Burton + Sharon Ault**

PL2-F01

### **Charlie Radford**

PL1-C01  
PL6-C04  
T5-C02  
T7-C01  
T7-C02  
T7-C03

### **Dave Wakelin +Ak Khan**

T1-P03

### **Karen Sleigh**

T1-C06  
T2-P01  
T3-C03  
T5-C01  
T5-C03  
T5-C06  
T7-C04

### **Helen Jebb +Jane Lewis**

T1-P01

### **Kevin Dennis**

T2-C01  
T6-C04  
T6-P02

### **Nicola Wade**

PL4-C02  
PL5-C03  
T1-C02  
T1-C04  
T1-C07  
T1-P02  
T2-C02  
T3-C01  
T5-C04  
T5-C05  
T6-C02  
T6-P03  
T7-C05  
T7-C07

### **Nigel Hill**

T6-P01

### **Phil Gilbert**

T1-C03  
T3-C02  
T3-C04  
T6-C05

T6-C06

### **Phil Gilbert + Tony Shardlow**

T3-C05

### **Sharon Ault + Jackie Nash**

T7-C06

### **Sue Martin**

T1-C01  
T1-C05  
T4-C01  
T4-C02  
T6-C03

### **Supt A Pearson + Alex Castle Clark**

T4-P01

### **Supt A Pearson + Alex Castle Clark + Tony Shardlow**

T4-P02

### **Tony Shardlow + James Rhodes**

T3-P01